

## Progress Toward Goals

*Describe current level of progress and feedback for improvement.*

<p><b>Goal 1: Build a Collaborative and Equity-Focused Leadership Culture</b></p> <p>In the 2021-22 school year, the superintendent will work with school and district leaders to model and develop data-informed collaborative leadership practices focused on addressing the learning impacts of the pandemic and building a common understanding of equity.</p>	<p>This has been a major focus of the superintendent's work this year. From supporting school based leaders in presenting their SIPs to the School Committee to modifying the budget process to engage leaders from each cost center, she has worked consistently to meet this goal. The collaborative nature of both of these experiences demonstrates the Superintendent's commitment to developing her team's collaboration, use of data, and focus on equity.</p> <p>The Leader Learning sessions are aspirational, and I look forward to hearing more about how they have supported the Superintendent's progress toward Goal 1. Consistent visits to one another's schools in order to develop rapport and to work towards a common understanding of equity will take time and hard work on all sides. I can see that this work has begun, and I encourage the Superintendent to continue to focus on this aspect of her work in the coming years. This work, which I see as one of the most important aspects of improving teaching and learning across the district, can sometimes get lost over time.</p>
<p><b>Goal 2: Improve and Streamline Transparency, Family Engagement, and Communication</b></p> <p>In the 2021-22 school year, the superintendent will work inclusively to build a comprehensive understanding of the culture of the district, to increase transparency and accessibility for all stakeholders, and to set a multi-year strategic path forward for the Arlington Public Schools.</p>	<p>This is clearly an area of strength for the superintendent. From my perspective she has met, and exceeded, this goal. There is a noticeable difference in the quantity, quality, and clarity of communication coming from the district under her leadership. The communications in a variety of languages, the family forums with live translation, and the increase in social media presence all contribute to a higher level of transparency for stakeholders. In addition, the many listening sessions, Pandemic Recovery Plan working group, and the feedback from the Panorama survey have allowed for two-way communication. I look forward to seeing how the superintendent uses this feedback and continued engagement with the community as part of the development of the District's Vision and Strategic Plan.</p>
<p><b>Goal 3: Ensure a Safe and Supportive Pandemic Return and Recovery</b></p> <p>In the 2021-22 school year, the superintendent will ensure a safe and supportive return to full-time, in-person instruction by implementing the operations, systems, and resources necessary to minimize absenteeism, quarantining, and other learning disruptions.</p>	<p>Despite the many challenges that COVID-19, and its subsequent variants, has presented, the superintendent has consistently focused on keeping students in-school and learning while maintaining the health and safety of the students and staff in the district. She has utilized the resources offered by the Town and State to responsibly monitor and mitigate the number of COVID-19 cases, and to get students back to school after a positive case as quickly and as safely as possible.</p> <p>The absentee rates presented in her formative assessment portfolio are concerning, and I would like to see the district work to bring those numbers back down in the second half of the school year.</p>

## Formative Assessment

### Goal 4: Professional Practice

In the 2021-22 school year, the superintendent will participate in the New Superintendent's Induction Program and other leadership learning opportunities to develop skills in strategy development, data analysis, and instructional leadership and to share those skills with the leadership team.

It is clear the superintendent is a reflective and thoughtful leader, who is always looking to improve upon her practice. Her work in the NSIP has supported her development of a comprehensive and thoughtful entry plan. I am especially impressed with the invitation to join the Deeper Learning Dozen, and the commitment she has made with her central office team to addressing issues of inequity head-on. It is commendable for a new superintendent to receive such an invitation in her first year.

### Additional Feedback and Comments:

It is sometimes hard to believe that Dr. Homan has only been the Superintendent of the Arlington Public Schools for eight months. In such a short time, she has increased communication and transparency, started to develop a collaborative culture with the Central Office, Curriculum Leaders, and Building Leaders, and is aware of additional areas for improvement and growth. She has noted where areas of change and growth might be challenging, and is prepared to do the work to support others with those growing pains. Dr. Homan is able to listen to stakeholders, including staff, seeks out feedback, and thoughtfully responds with data and purpose.

We have some challenging years ahead with the Town and School budgets, and it will be important for Dr. Homan to continue her collaboration and further develop connections with the Town departments, and the community at large, to communicate the district's needs in a potential operating override.

I am very pleased with Dr. Homan's accomplishments already, and acknowledge that she has met many of the benchmarks she set for herself. My goal for her, for the rest of this year and beyond, is to maintain a balance between her responsibilities as the District's leader and delegating the work out to her capable team.

**Evaluator:**

Liz Exton

2/25/2022

**Superintendent:**

Elizabeth C. Homan

**Date**